

Iowa Veterans Home

2004 Annual Report

*Marshalltown, Iowa
www.state.ia.us/iavets/home*

A Message from the Commandant

On behalf of the staff and residents of the Iowa Veterans Home, I am proud to present the fiscal year 2004 Annual Report. This report outlines the progress we have made in providing better services to our customers and to the citizens of the state of Iowa. In this report we outline how the staff is using new and innovative methods to improve decision-making and increase our accountability.

This year has seen leadership changes at IVH with the departure of Commandant Byron Coghlan and the appointment of Interim Director John Mathis in February 2004. Mr. Mathis did an excellent job carrying out the quality initiatives that have made the Iowa Veterans Home a key player in the continuum of care to veterans in Iowa.

Accomplishments that IVH wants to showcase for the 2004 fiscal year include:

- Implementation of a new organizational chart that consolidated some departments and outlined others while improving communications and work flows.
- Creation of a Psychology Services Department to coincide with the changing needs of the resident population.
- Increased the number of Title XIX certified beds, which is intended to raise revenues.
- Participation as a Charter Agency, an initiative designed for agencies to review their business practices and design cost savings measures.

I am proud to have been appointed as Commandant of IVH, and have been serving in this capacity since mid-November. The dedication of the staff here impressed me right from the beginning. I plan to be working with the residents to make IVH an even better "home" environment for them.

I look forward to serving the staff and residents into the future.

Daniel Steen, Commandant

Mission, Vision, Values

Iowa Veterans Home...

Is licensed for 830 beds, which makes us one of the largest state owned/operated Veterans Home of the over 109 State Homes located in the United States and Puerto Rico.

Philosophy

Provide individualized quality health care in a community atmosphere for our residents.

Mission

CARING
Our only reason
for being

Vision

A partnership
in Service
and
Care

Core Values

The values you experience at IVH are
community/compassion, accountability, respect/
reverence, integrity, nurturing, growing.

Agency Overview

Providing Care Since 1887

The Iowa Veterans Home (IVH) was established in Marshalltown, Iowa, and was founded under the motto: “**Iowa forgets not the defenders of the union**”. This motto epitomizes the purpose of IVH, which was founded in a spirit of responsibility to care for Iowa’s sons and daughters who made personal sacrifices in the military services and are now in need of assistance in their daily lives. IVH has a strong military culture that emphasizes patriotism, loyalty, honor and duty. The mission and vision statements and core values keep IVH in line with our tradition of responsibility to those who served and protected us.

What Differentiates IVH

IVH differs from other nursing facilities because of the large array of healthcare services provided to meet the needs of all residents:

- **Residential** - for active people no longer able to live independently.
- **Nursing Care** - for people who need nursing care and supervision and/or other health care services.
- **Chronic Confused and Dementing Illnesses (CCDI) Units**- special care units for people with Alzheimer’s Disease and other dementias.

Services found on site at IVH include:

Medical Services
Nutritional Services
Therapeutic Recreation
Occupational Therapy
Audiology Services
Substance Abuse Counseling
Pharmacy
Respiratory Care
Dermatology
Dentistry
Pulmonology
Substance Abuse Treatment

Nursing Care
Social Work
Physical Therapy
Speech Therapy
Laboratory Services
Chaplaincy
X-Ray
Library
Podiatry
Optometry
Mental Health Care
Wheelchair Services

Agency Overview

Staff Performance

IVH currently has a workforce that includes 881 full and part-time employees and 84 temporary employees. These staff provide services on a 24/7, 365 days per year schedule. The American Federation of State, County, and Municipal Employees (AFSCME) and Iowa United Professionals (IUP) represent the 796 contract-covered employees.

Profile of a Typical Resident

Although our residents range in age from 34 to 100, a typical resident is a 70 year old, white male, requiring extensive nursing care, carrying an average of seven medical diagnoses inclusive of mental health and/or substance abuse, having 10-12 medications prescribed, with an average of two to three licensed treatments (nebulizers, wound care, insulin, etc.) per day, and uses some type of assistive device for mobility.

Strategic Challenges—Customers

The challenges facing IVH include a change in the customer base as the World War II population of veterans passes away, and is replaced by the smaller groups of veterans from the Korean, Viet Nam, past and current Persian Gulf conflicts and peacetime veterans. These individuals have different life and health needs than those required by the WW II generation. There are far more challenges with substance abuse and mental health issues with this population. Meeting these needs will require the development of different programming and services.

Strategic Challenges—Workforce

An employment challenge is that approximately ½ of the workforce is age 45 or more. Within 10 years one-half of our workforce will be eligible for retirement or early retirement and replacing these workers will present a significant challenge. Workforce trends in the state predict only a modest rate of growth through 2010, and an alarming 60% of college graduates are leaving Iowa. The competition for employees is due in part to the nationwide shortage of nurses and other healthcare personnel. Due to the state's low unemployment rate, the quantity of the applicant pool has diminished. When competing for healthcare professionals, we are unable to offer some of the financial incentives due to the rules and regulations we must follow as a public employer.

Services, Products, Activities

Nursing Level of Care

Provides services for residents who require help or assistance from nursing staff. This care is provided to residents with a wide range of physical and/or mental disorders.

Therapeutic Services

Provides services to residents so they may experience an optimal quality of life, which includes: medical care; mental health services; therapeutic activities, incentive work program; physical therapy, occupational therapy, speech/audiology; substance abuse counseling; therapeutic dietitians; social work services; spiritual care, specialty care, (dentist, optometrist, podiatrist); and ancillary services (lab, pharmacy, radiology, wheelchair services and respiratory care).

Domiciliary

Provides community-based group living for residents who need nursing, therapeutic services and/or medical services on an ambulatory, self-care basis.

Food Services

Provides food services to residents, staff and visitors, including: meal preparation of regular and modified diets, serving both in the cafeteria or to nursing units; provides food for resident activities; and ordering of food supplies.

Business / Administration

Provides oversight of the business functions of IVH's operations, which includes: administration of payroll, benefits, training, safety and health programs; provide fiduciary functions for residents' funds in our possession; submit support bills to residents, VA, Medicaid and Medicare; provide IT support for 450 users; ensure proper purchasing procedures and adequate inventories; identify and evaluate areas that performance could be improved.

Facilities Management

Provides a safe, clean, healthy, comfortable, accessible, and aesthetically pleasing environment for the residents, staff and visitors at the Iowa Veterans Home.

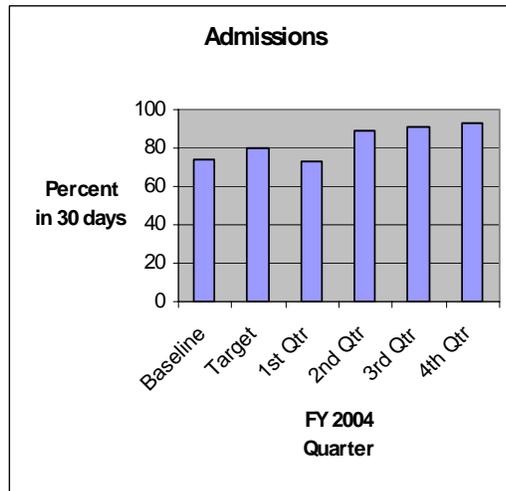
Housekeeping

Provides a range of services related to the cleanliness, functionality and aesthetic appearance of the facilities buildings, furnishings and equipment.

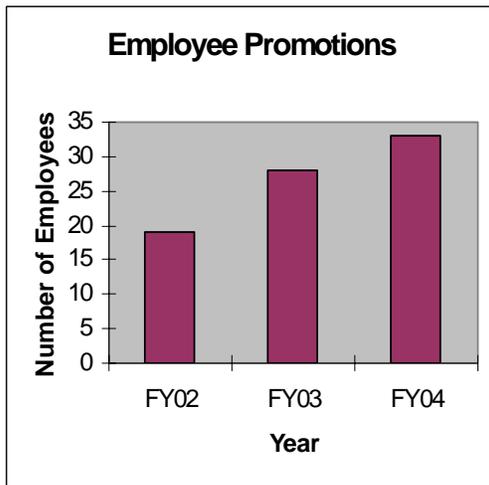
2004 Successes



A "Quality of Life" survey is the formal tool used at IVH to solicit resident satisfaction with our services. The percentages in the graph reflect 10 months of data and is representative of 331 resident responses.



Focusing on customer service and increased fiscal responsibility we set out to decrease the waiting time for qualified applicants to be admitted into IVH. The "Admissions" graph illustrates our percentages.



IVH takes a proactive approach to the shortage of workforce in the healthcare field by "growing our own." People interested in the healthcare field are hired as utility workers and if they remain interested IVH supports them through the certified nurses aid course. We also support staff through flexible schedules to attend higher education. Additionally, whenever possible, promotions come from within our own workforce. See Employee Promotions graph.

FY 2004 Performance Plan Results

Numbers are percentages

	Base- line	Tar- get	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Reduce the number of residents who have daily moderate to severe pain	18.50	15.0	13.37	11.70	13.00	11.00
Reduce the number of residents who decline in abilities to complete late loss ADLs	8.0	10.0	8.0	11.80	11.21	10.50
Reduce the number of residents who develop urinary tract infections	4.10	5.0	4.10	4.60	4.60	3.50
Improve the safety of the environment by reducing the percentage of residents who have falls	16.0	12.0	16.30	16.40	16.70	16.90
Reduce the behavioral problems that effect other residents.	19.30	10.0	15.70	13.40	11.96	11.90
Reduce the number of residents who are incontinent without a toileting plan	19.10	25.0	31.10	26.20	27.09	29.10
Ensure that residents have appropriately prescribed medications	71.10	65.0	73.50	70.70	72.60	73.60
Prevalence of residents receiving 9 or more medications	71.10	65.0	76.50	71.70	72.60	73.60
Percent of trays prepared according to diet order	NA	95.0	97.5	100	98.88	99.56
Improve the use of restraint alternatives - the prevalence of daily restraints	7.4	4.5	7.70	9.0	7.48	7.90
Increase independent & group recreational activities choices for residents.	11.20	10.0	10.60	11.50	8.45	8.70
Increase the number of volunteers available to assist with programming and activities.	168*	186*	179*	190*	NA	186*

*actual numbers

FY 2004 Performance Plan Results

Numbers are percentages

	Base-line	Target	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Improve resident complaint process—complaints responded to within 14 days	64.50	95.0	41.66	66.66	70.0	69.0
Decrease waiting time for qualified applicants to be admitted to IVH—within 30 days	74.0	80.0	73.0	89.0	91.0	93.0
Improve marketing efforts to increase the average daily census (706 in FY 03)	706*	713*	728*	733*	715*	718*
Ensure all funding will be secured—timely and accurate reports, with no lost funding	100%	100%	100%	100%	100%	100%
Improve environment for resident & staff safety—same day service for priority work orders.	NA	75	85.7	90.2	97	88
Provide IT Services that meet user needs	NA	80.0	90.9	93.6	NA	NA
Provide staff that meet needs of facility—meet all required competencies		80.0	87.5	92.8	94.5	100
Employees that indicate job satisfaction.	58.6 2002 Survey	59.8 2003 Survey		61.7 2004 Survey		
Employees educated in the TQM Philosophy	33%					
Expand the research opportunities	2	3	2 research initiatives implemented in FY04			

*actual numbers

Differentiation

Comparisons to Private Nursing Homes

Caring for veterans and their spouses has been the mission of IVH since 1887. The care has grown more complex over the years but the commitment to provide that care has not lessened. Nearly 66 percent of Iowa's 271,738 veteran population is over the age of 55 and at least 30 percent will require some nursing home care in the future. The coming years will see 89,000 Iowans who served during the Viet Nam era reaching an age where they will need long term nursing care services. The number of recent and current conflicts around the globe would indicate a need for our services into the future.

It is necessary for the services at the Iowa Veterans Home to continue to evolve to meet the needs of veterans. The rise in admission requests from those with Alzheimer's and related dementias is one of the challenges we face. Those individuals require special units to meet safety and security needs that cannot be met in the current unit configuration.

The services for each veteran in nursing care costs the State of Iowa General Fund an average of \$27,391 per veteran. Unlike other nursing care facilities, IVH's cost includes all services (nursing care, rehab services, medical care, physicians visits, medications, medical supplies and equipment.) Comparatively, the average nursing care facility in the State of Iowa costs \$71,175 per year (MetLife Nursing Home Costs Survey, August, 2003.) The care at IVH is a great savings to the State of Iowa as opposed to having to provide care for veterans at private nursing care facilities.

FY 2005 Performance and Strategic Goals

Strategic Goals

- Provide exceptional, personalized care and service.
- Provide accountable administration and fiscal management.
- Provide an environment that promotes employee growth and engagement.

Performance Plan Goals

- Increase the number of Alzheimer/dementia residents served on special units.
- Decrease the percent of residents who have moderate or severe pain.
- Number of nursing units served in the Medical Clinic
- Decrease the number of residents who are transferred for hospitalization.
- Increase the number of employees who attend training seminars.
- Decrease “write-offs” of bed debt from deceased/discharged residents.
- Reduce the number of accounts receivable that are over 60 days old.
- Increase the number of grant applications.
- Increase the number of admission applications.
- Improve the admission process to eliminate delays in application evaluation.
- Develop a mentoring program.
- Reduce the number of CMS Quality Indicators that do not meet the state average.

Participation

Resident Participation

To ensure that the residents of IVH have a voice in the decision-making bodies, they have been asked to participate on various committees, the Quality Council, Resident Council, Family Council and Process Action Teams.

IVH Volunteers donated over 29,293 hours serving our residents in FY 2004.

A special “thank you” goes out to each of the following organizations that assist the IVH residents each and every day:

- American Veterans (AMVETS)
- American Ex-POWs
- Disabled American Veterans
- Forty and Eight
- Marine Corps League
- Military Order of the Purple Heart

- Paralyzed Veterans of America
- Veterans of Foreign Wars
- Vietnam Veterans of America
- The American Legion
- The American Legion Auxiliary
- Other Patriotic Organizations and their Auxiliaries
- Other Service Organizations
- Many IVH volunteers

Community Partnering

WWII Veterans are Honored

The 259 World War II veterans at IVH were honored with a certificate of appreciation handed out by State Representative Mark Smith, Interim Director John Mathes, and Adjutant Stan Freeborn. The certificates were provided by the American Legion. A recognition reception was held on grounds in the Atha Dining Facility for these residents on May 28th.

IVH Employee Blood Drives

Since 2000, staff of IVH and ABM (contracted housekeeping) have donated blood through the Blood Center of Central Iowa twice each year. **678** pints of blood have been collected as a result of the participation of the employees.

Emergency Food Box Donations

For the past 25 years, residents and staff have held an IVH food and fund drive to assist the Marshall County Emergency Food Box. This year's donations resulted in a monetary gift of \$3,209.95 and the collection of 629 food items.

Little League Baseball

IVH has committed to a 10 year agreement with the Marshalltown Little League to maintain a baseball field on our campus. This was made possible by the United Auto Workers (UAW) Region 4 Veterans Fund Drive donation of over \$32,000. The IVH Resident Council will be able to maintain and operate the concession stand.

Fourth of July Festivities

This year's celebration was an outstanding success for our residents, staff, families and community members.

2nd Annual IVH Music Festival & Salute to Those Who Served

Over 500 community members, residents, staff and families enjoyed the second annual Music Festival on Saturday, September 18, 2004. Events included: presentation of the colors by the IVH Color Guard, six bands and special talented residents and staff.

RAGBRAI

On July 28th, the over 12,000 bicycle riders and support staff for the DM Register's annual trek across Iowa stayed overnight in Marshalltown. IVH staff served on the community planning committee and IVH hosed over 1800 riders who camped on the grounds.

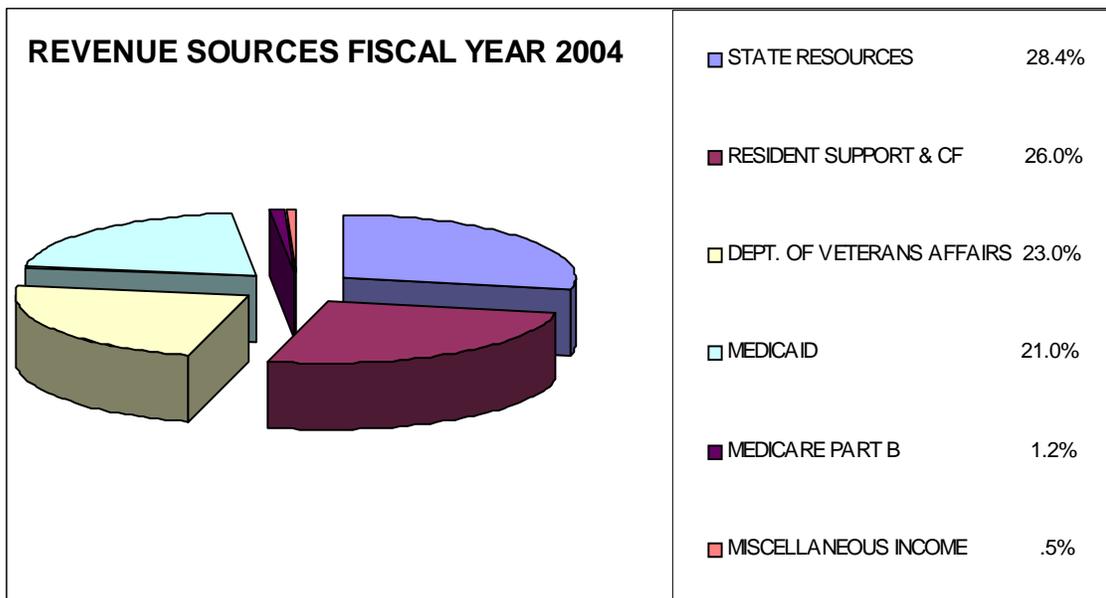
Financial Information

FY 2004

	<u>Actual</u>	<u>Total</u>
REVENUES:		
State Appropriation & resources	\$16,202,034	28.35%
Net Carryforwards between fiscal years	\$ 798,348	1.39%
Medicaid & Resident Support	\$26,020,649	45.53%
Federal Reimbursements	\$13,841,742	24.22%
IntraState Reimbursements	\$ 200,113	0.35%
Sales, Rents, and Fees	\$ 91,889	0.16%
Total Revenues	\$57,154,775	100.00%
EXPENDITURES:		
Personnel Services	\$45,029,005	78.78%
Professional & Outside Services	\$ 3,074,842	5.38%
Equipment (Purchased & Leased)	\$ 1,011,349	1.77%
Drug Costs	\$ 2,032,542	3.55%
Food	\$ 1,330,135	2.33%
Workers Compensation	\$ 725,856	1.27%
Other Supplies	\$ 711,088	1.24%
Utilities	\$ 1,100,488	1.93%
Medical Supplies	\$ 787,785	1.38%
Equipment Maintenance & Repairs	\$ 625,106	1.09%
IntraState Reimbursements	\$ 304,356	0.53%
Travel & Vehicle Depreciation	\$ 153,288	0.27%
Miscellaneous	\$ 119,517	0.21%
Communications	\$ 78,803	0.14%
Equipment Rentals	\$ 70,615	0.12%
Total Expenditures	\$57,154,775	100.00%

Financial Information

FY 2004



2004

A. Operating Costs by Funding Source

State's share	\$ 16,202,034	28.4%
Resident's Participation & Net Carry-forwards	\$ 14,833,216	26.0%
VA per diem and drug reimbursement	\$ 13,145,725	23.0%
Medicaid	\$ 11,985,781	21.0%
Medicare Part B	\$ 696,017	1.2%
Other revenues	\$ 292,002	0.5%
* Total Operating Costs	\$ 57,154,775	100.0%

B. Member Days

Veteran Days	227,816	88.1%
Non-Veteran Days	30,812	11.9%
All Member Days	258,628	100.0%

C. Average state share for cost of care (all levels)

\$ 62.65



**Presented by the Iowa Veterans Home
Administration**